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ABSTRACT

Participative approaches to management are discussed, noting how each major participative management approach works, its particular strengths, costs, and savings. Identified as particularly promising is "high-involvement management" which involves employees both financially and psychologically. Guidelines for implementation are provided. A detailed model for integrating participative management approaches to involve people at all levels of an organization is offered. The 12 chapters are divided into three sections which cover: (1) the promise of participative management (changing approaches to management, why participative approaches meet today's needs, and participation and organizational effectiveness); (2) participative programs: what works and does not work (quality circles, employee survey feedback, job enrichment, work teams, union-management quality-of-work-life programs, gainsharing, and new-design plants); and (3) high-involvement management: creating an effective approach to participation (how high-involvement management works and managing the change to a high-involvement organization). Contains approximately 100 references. (SM)

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